Safety Division Update

Col Paul Fortunato
Director, Safety Division

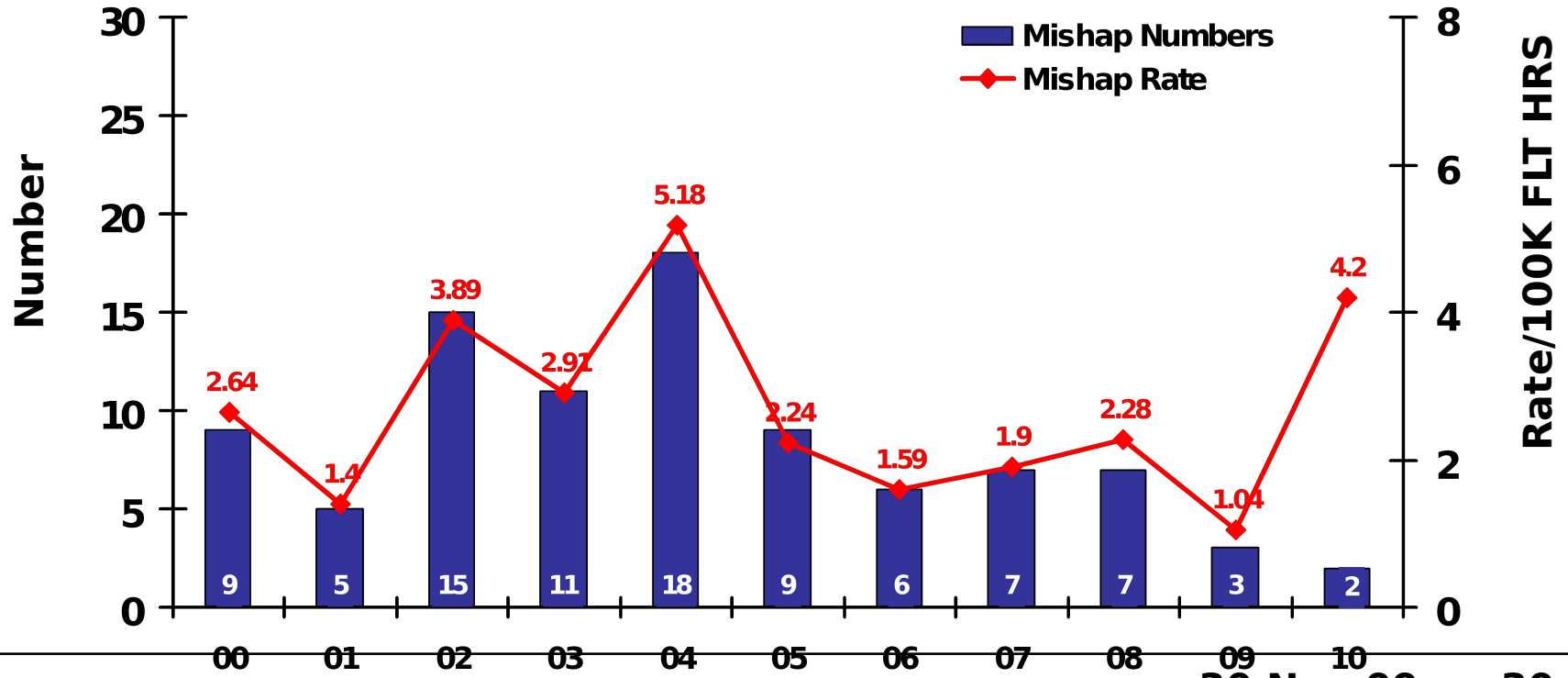
Topics

Executive Safety Board

- Mishap Statistics
- Motorcycle Training Status
- Semper Ride
- SAMBA Driver History Checks
- Climate Assessment Survey System (CASS)

Class A Flight Mishaps

Executive Safety Board



30 Nov 09 **30**

Nov 08

CLASS A FM/FM RATE FY COMPARISON: 2 / 4.20

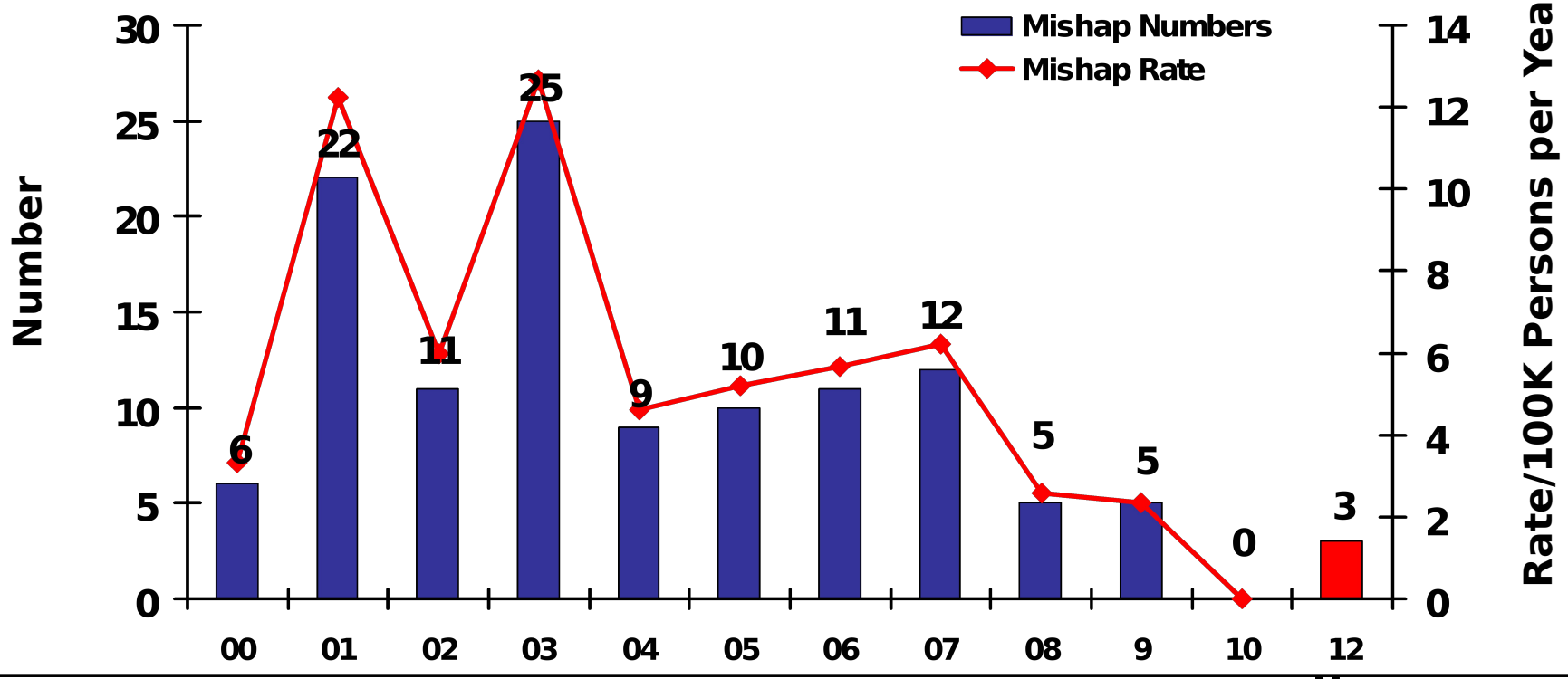
0 / 0.00

FY09 MISHAPS/MISHAP RATE: 3 / 1.04

10-YEAR AVERAGE (FY00-09) MISHAPS/MISHAP RATE: 9 / 2.53

Class A Ground On-Duty Mishaps

Executive Safety Board



30 Nov 09

30 Nov 08

CLASS A MISHAPS/MISHAP RATE FY COMPARISON: 0 / 0.00

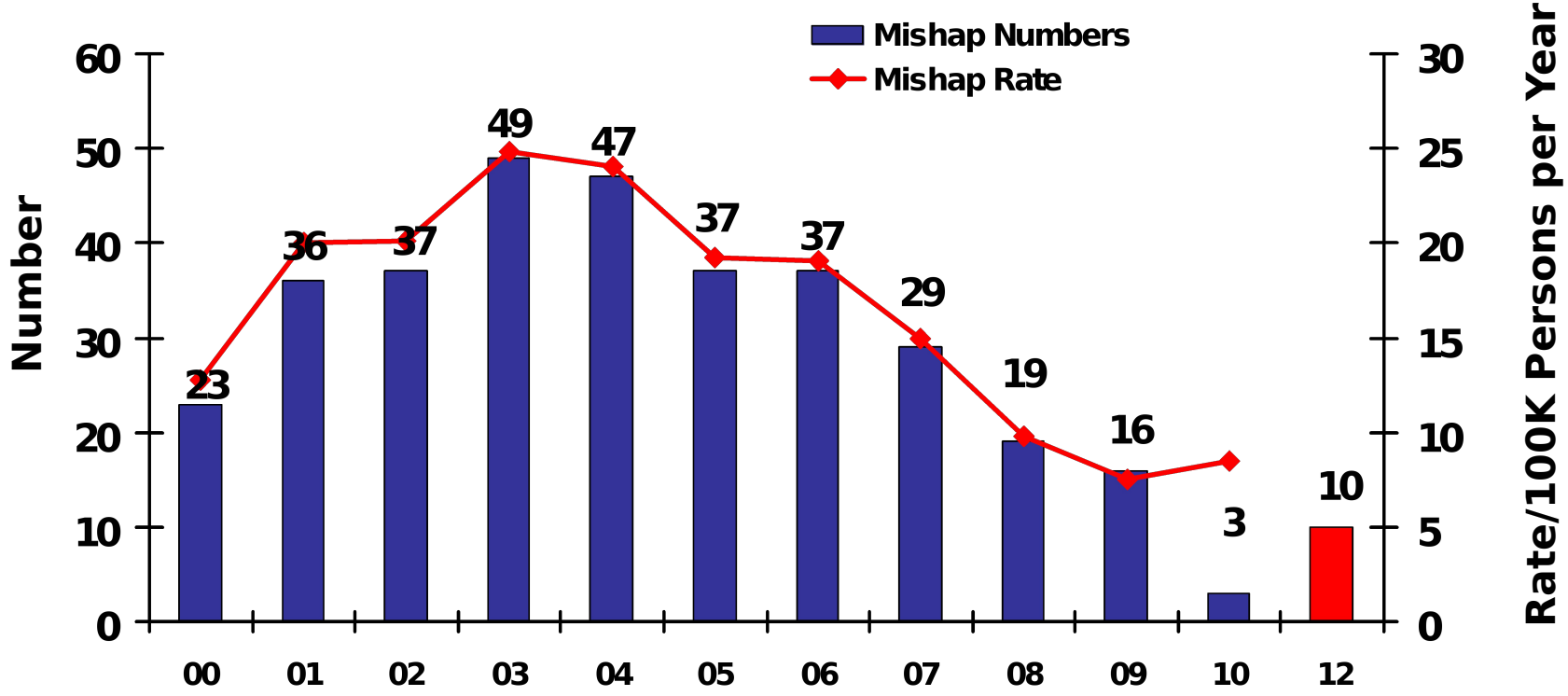
0 / 0.00

FY09 MISHAPS/MISHAP RATE: 5 / 2.36

10-YEAR AVERAGE (FY00-09) MISHAPS/MISHAP RATE: 11.6 / 6.03

Total Class A On-Duty Mishaps

Executive Safety Board



30 Nov 09 **30**

Nov 08

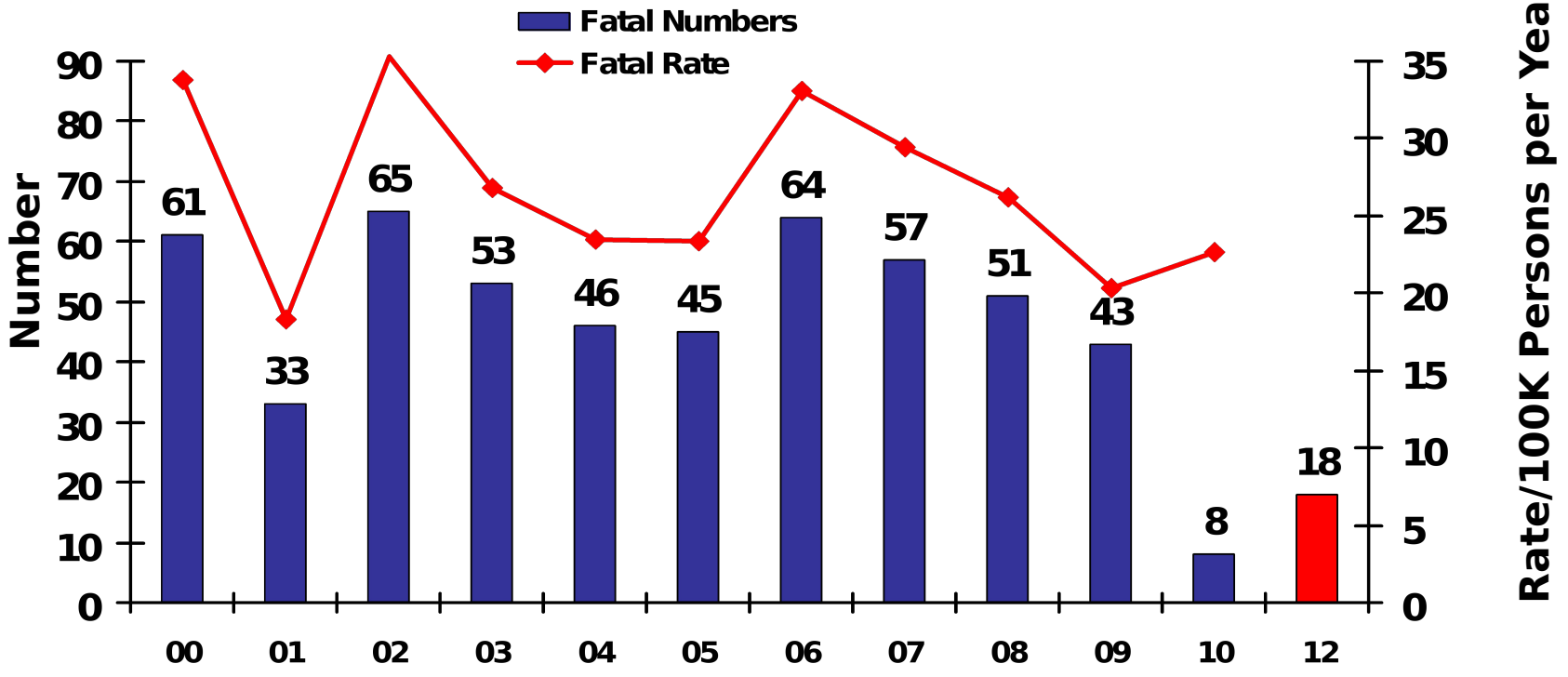
CLASS A MISHAPS/MISHAP RATE FY COMPARISON: 3 / 8.51
2 / 5.67

FY09 MISHAPS/MISHAP RATE: 16 / 7.56

10-YEAR AVERAGE (FY00-09) MISHAPS/MISHAP RATE: 33 / 17.15

PMV Fatalities

Executive Safety Board



Max

30 Nov 09 **30**

Nov 08

CLASS A FATALITIES/FATALITY RATE FY COMPARISON: 8 / 22.69

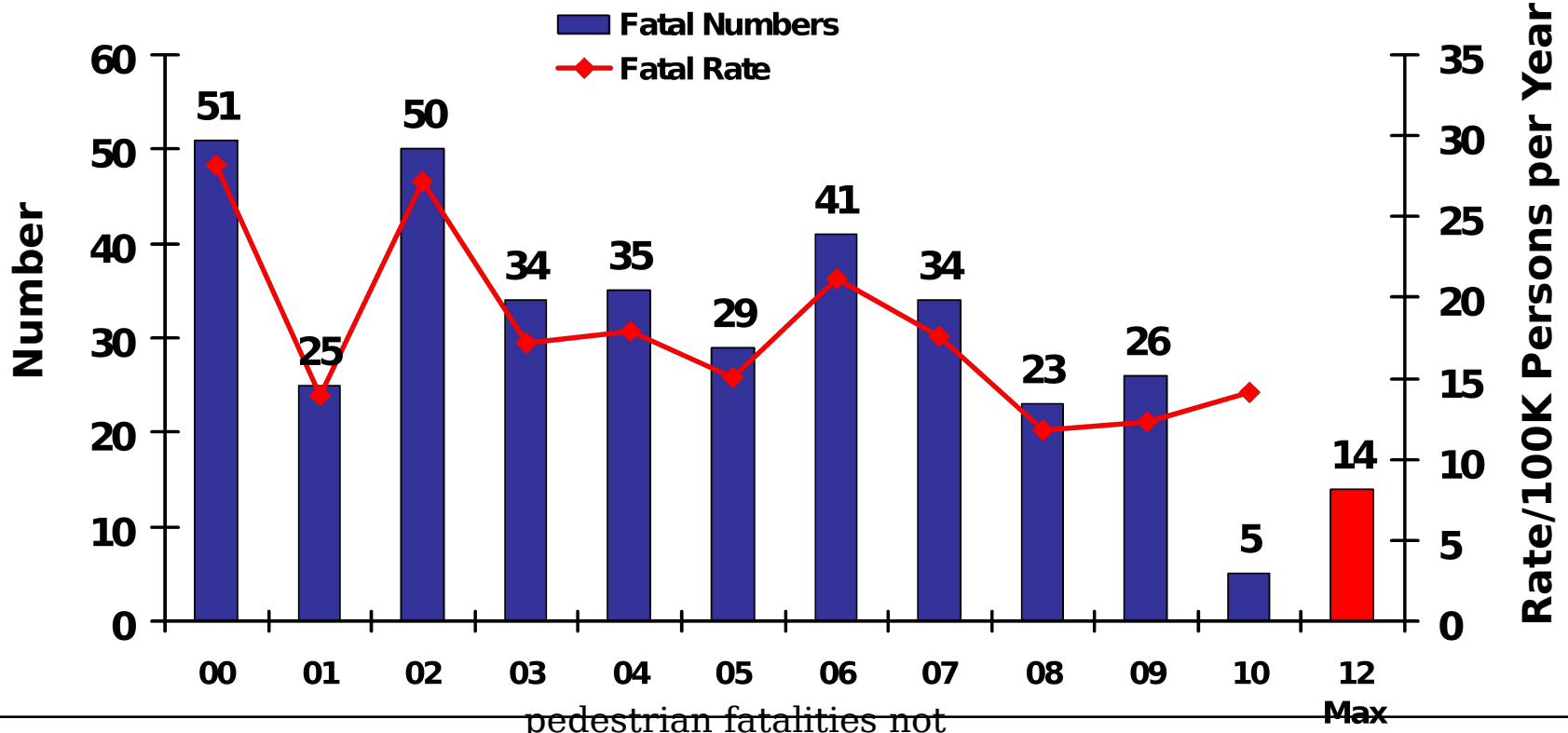
7 / 19.86 FY09 FATALITIES/FATALITY

RATE: 3 / 20.33

10-YEAR AVERAGE (FY00-09) FATALITIES/FATALITY RATE: 51.8 / 26.92

4-Wheel PMV Fatalities

Executive Safety Board



pedestrian fatalities not included

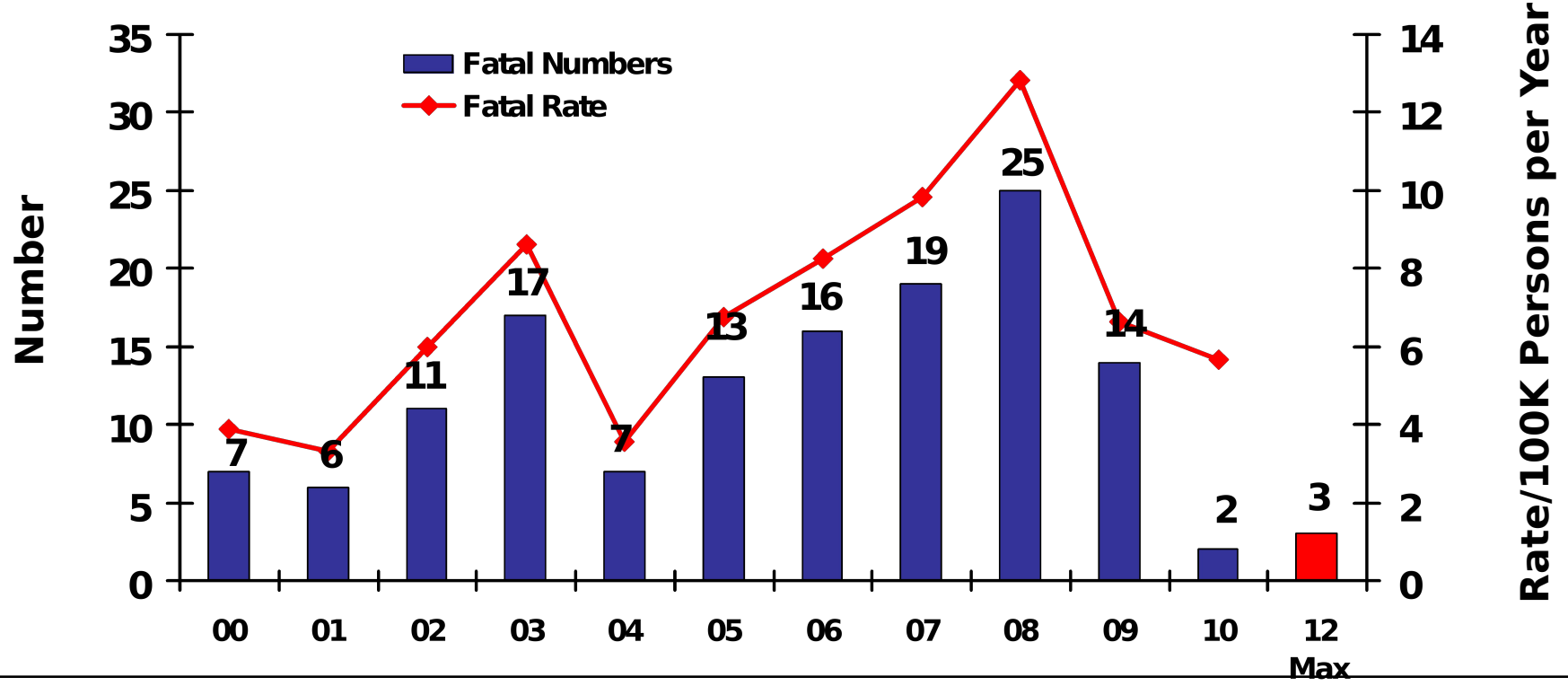
30 Nov 09

30 Nov 08

CLASS A FATALITIES/FATALITY RATE FY COMPARISON: 5 / 14.18
4 / 11.35 FY09
FATALITIES/FATALITY RATE: 26 / 12.29
10-YEAR AVERAGE (FY00-09) FATALITIES/FATALITY RATE: 34.8 / 18.09

Motorcycle Fatalities

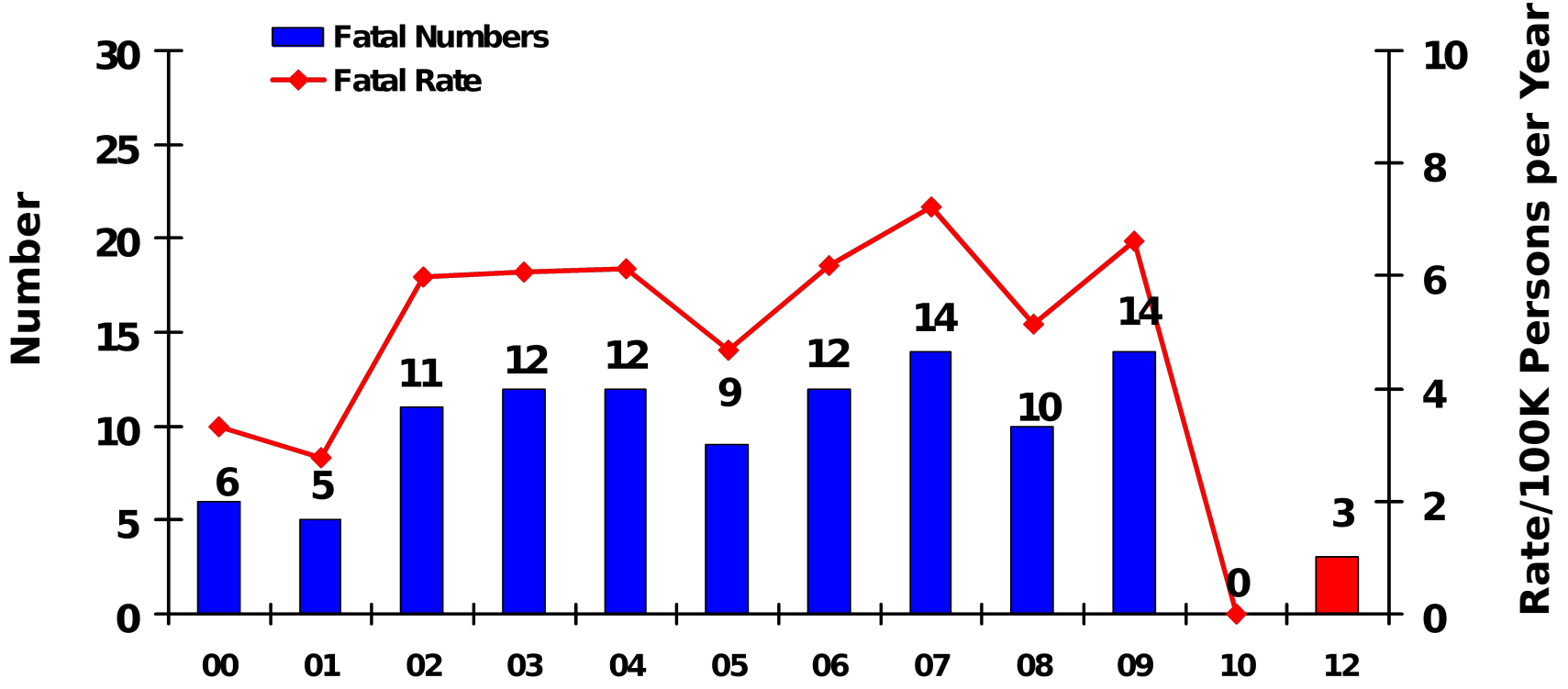
Executive Safety Board



	30 Nov 09	30
Nov 08		
CLASS A FATALITIES/FATALITY RATE FY COMPARISON:	**2 / 5.67**	
2 / 5.67	**FY09**	
FATALITIES/FATALITY RATE:	**14 / 6.62**	
10-YEAR AVERAGE (FY00-09) FATALITIES/FATALITY RATE:	**13.5 / 7.02**	

Off-Duty/Rec Fatalities

Executive Safety Board



Max **30 Nov 09** **30**

Nov 08

CLASS A FATALITIES/FATALITY RATE FY COMPARISON: 0 / 0.00
6 / 17.02
FY09 FATALITIES/FATALITY RATE: 14 / 6.62
10-YEAR AVERAGE (FY00-09) FATALITIES/FATALITY RATE: 10.5 / 5.46

Motorcycle Training

Motorcycle Initiatives

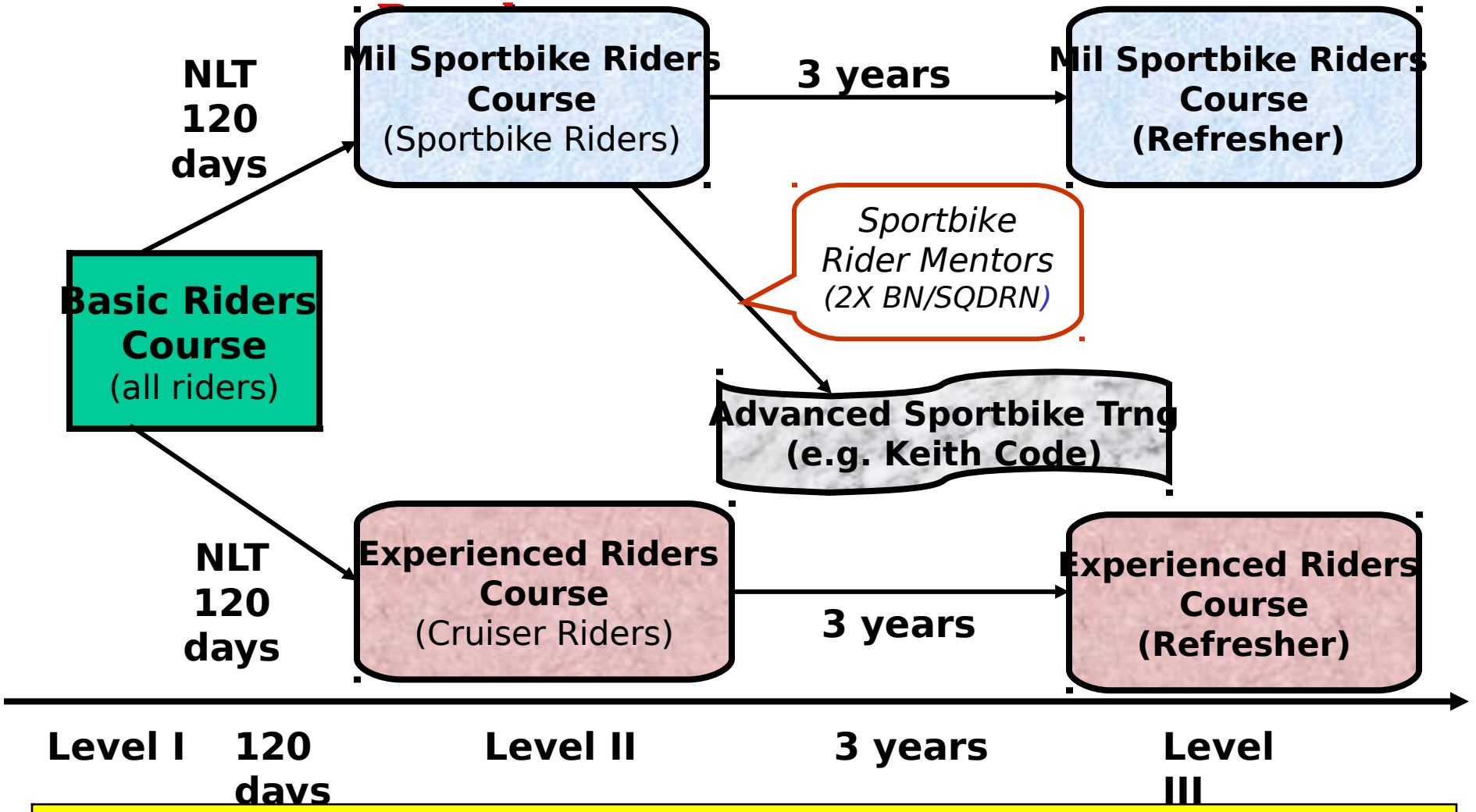
Executive Safety Board

- Training Continuum
- Ridership & Training Tracked in MCTFS
- Advanced Rider Track Day Events
- Clubs & Advanced Training for Mentors
- NCO Leadership
- Semper Ride
- State License Endorsement by Mail
- The “Vest” Optional
- SAMBA
- Simulators

Reduced Fatalities from 25 in FY08 to 14 in FY09

Training Continuum

Executive Safety



Embracing Riders with Effective, Appealing & Sustainable Training

New MCTFS Codes

Executive Safety Board

A2 – Driver Awareness

MO – Motorcycle Rider (Other)

MS – Motorcycle Rider (Sport Bike)

M1 – BRC Complete

M2 – MSRC Complete

M3 – ERC Complete

M4 – Motorcycle Advanced Training Mentor

M5 – Motorcycle Instructor

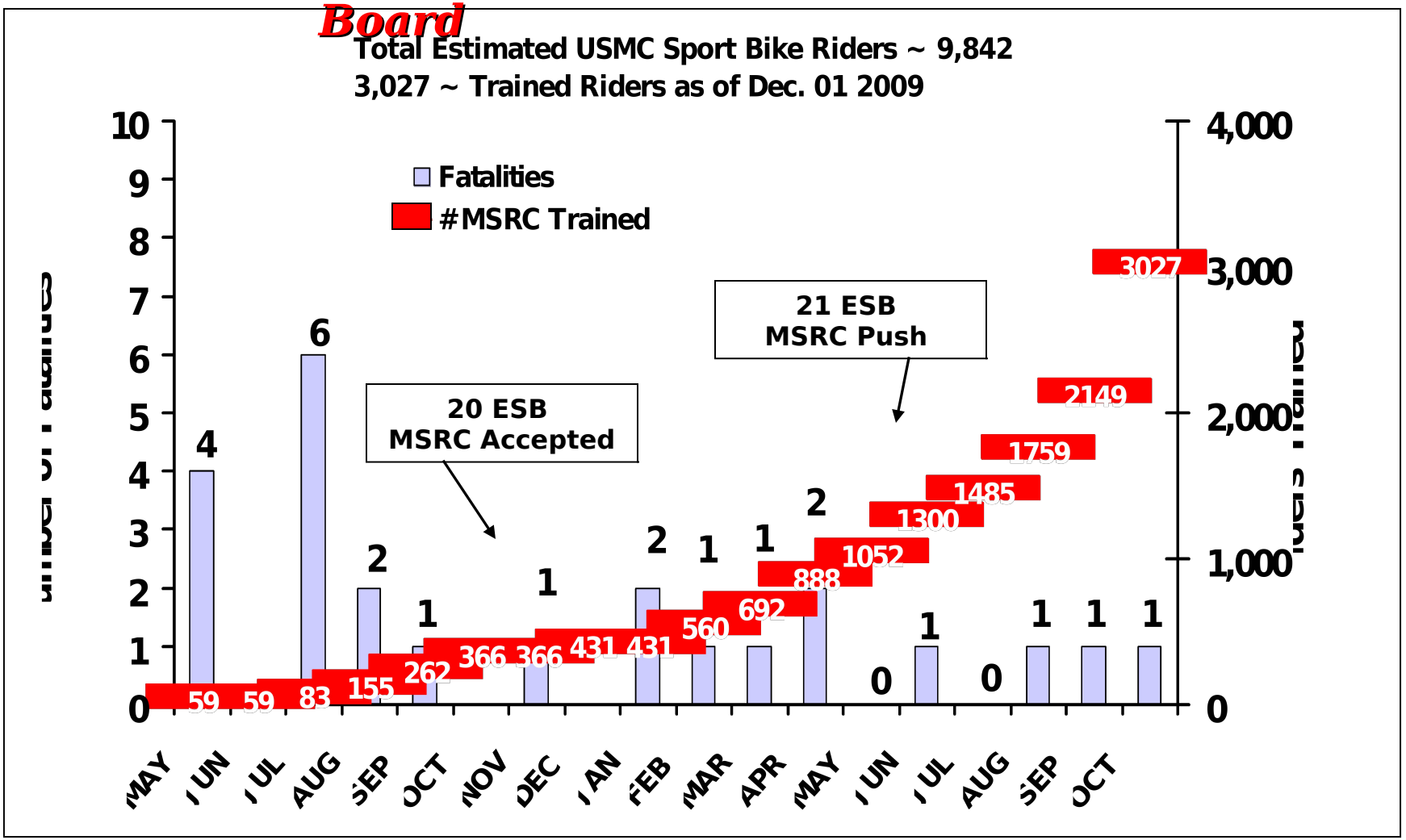
Motorcycle Training Stats

Executive Safety Board

- 4,968 Marines Completed BRC for FY09
- 2,391 Marines Completed ERC for FY09
- 2,149 Marines Completed MSRC from inception through end of FY09
  - Recent throughput 877 per month
  - 19% No-Shows

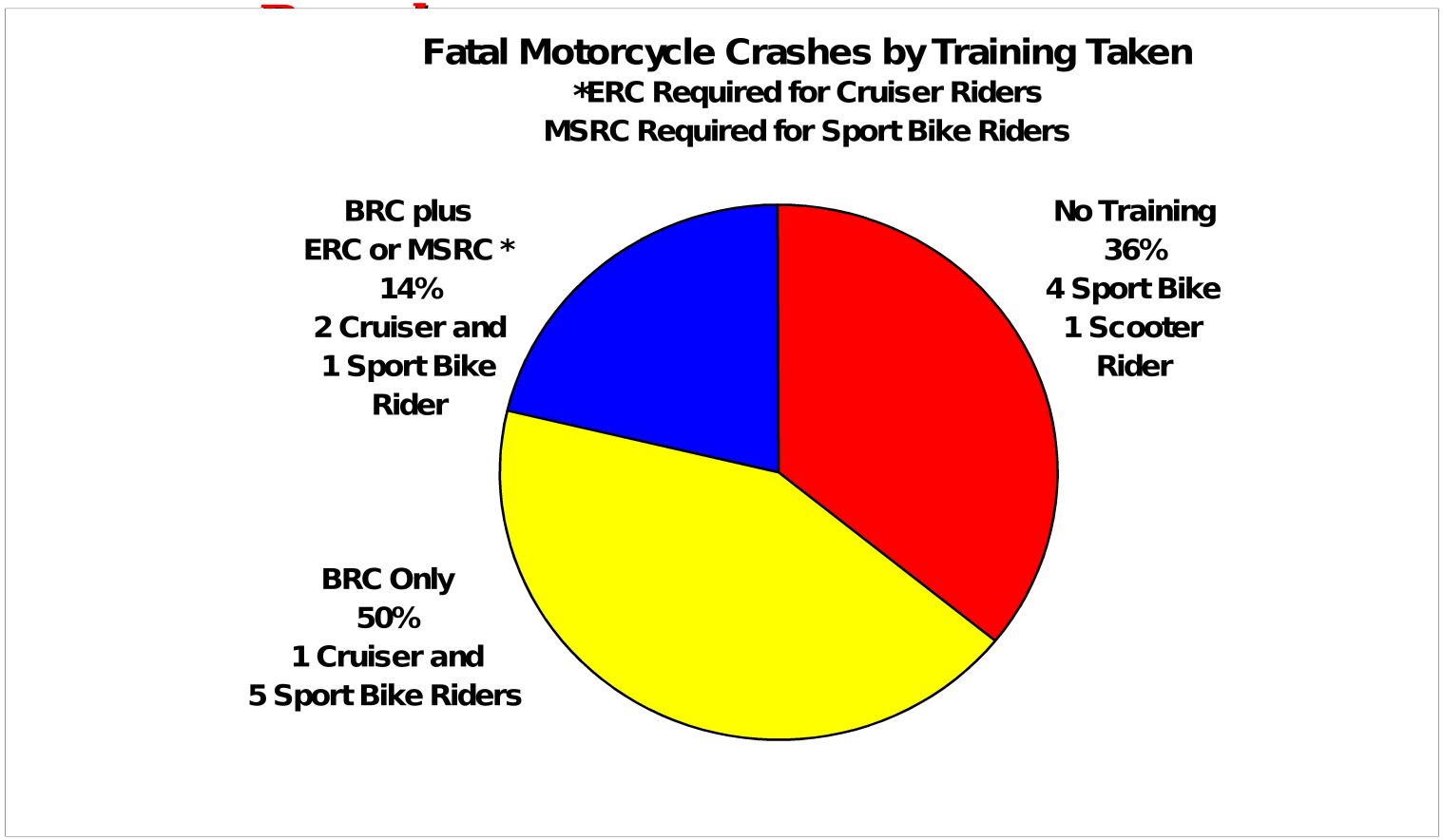
Fatality Stats & MSRC Training

Executive Safety Board



Motorcycle Fatalities Relationship to Training

Executive Safety



Zero Fatalities with AMOS & Total Control Trained Riders

FY09 USMC Common Fatal Factors

Executive Safety Board

Narrative	Total	% of Total
Speeding, Lost Control	4	21%
Lost Control and hit object.	2	11%
Speeding, ran into vehicle.	1	5%
Ran into vehicle.	2	11%
Other vehicle pulled out in front of SNM.	2	11%
Stuck by oncoming vehicle	1	5%
Struck from behind.	1	5%
TOTAL	14	100%

Alcohol Involved	**14%**
Y	2
N	11
NR	1
Total	14

PPE	**79%**
Y	11
N	2
NR	1
Total	14

Advanced Rider Track Day

Executive Safety Board

- Advanced Rider Track Day (ARTD)
  - Provides a controlled venue for riders to explore limits of their motorcycle and personal capabilities without outside distractions and dangers.
  - Provides a place to identify and correct poor riding habits and receive real-time mentoring by trained coaches.

- Major installations have held at least 1 ARTD
- Installations use contract training providers and local base instructors for ARTDs
- ARTD events coordinated between motorcycle mentoring clubs and installation Traffic Safety Manager

Motorcycle Way Forward

Executive Safety Board

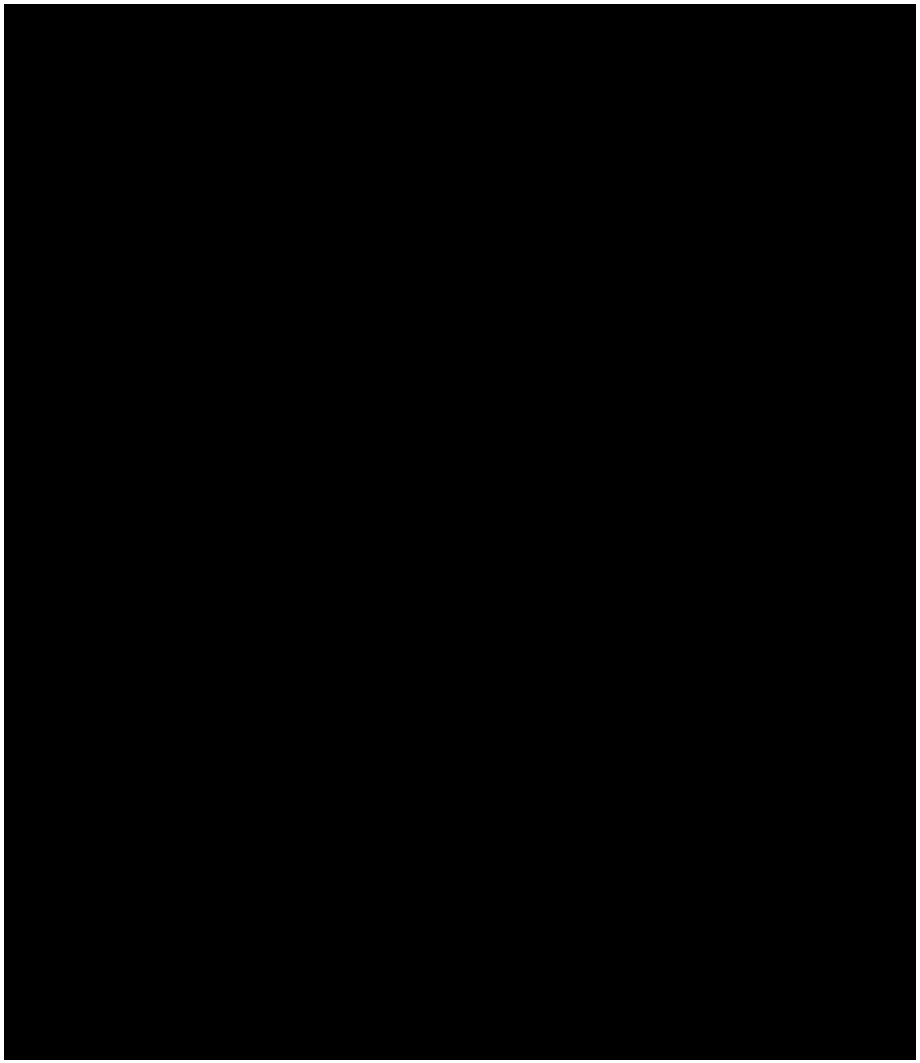
- Maintain & Increase Training Throughput
- Keeping Leadership Engaged
- Continue Funding for Contract Providers
- Joint Service Motorcycle Safety Program (JSMSP)
- Per MARADMIN 0364/09, identify and train military and civilian mentors for ARTD and motorcycle mentorship programs.
- SemperRide Initiatives

Executive Safety Board

SemperRide
Public Service Announcement (PSA)

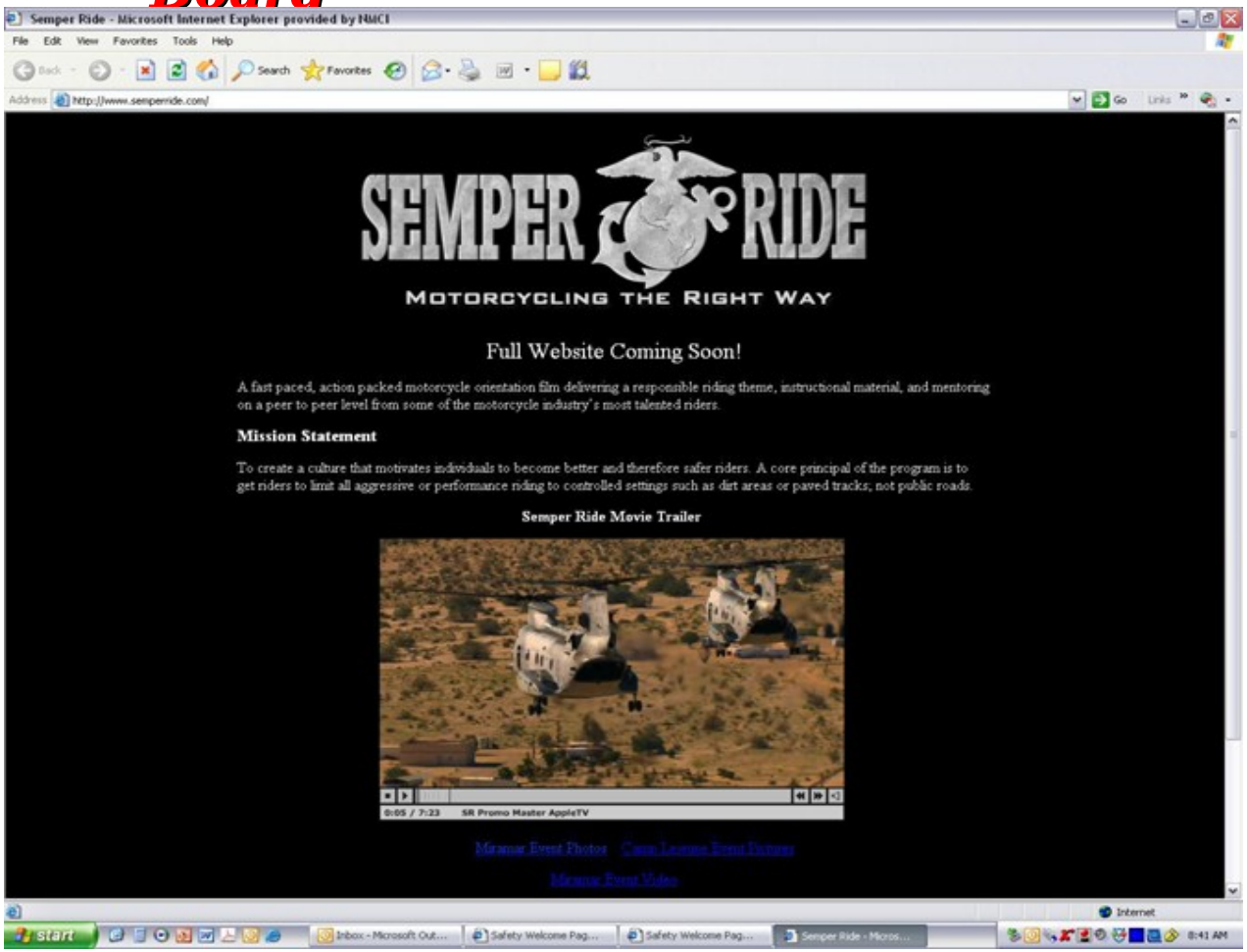
Executive Safety Board

- Developed by the SemperRide Team & SD
- 30 and 60 second spots
- Available late December
- Available at:
  - Marines TV
  - Base Television
  - SemperRide.com
  - SD Homepage
  - SemperRide events
  - Installation Safety Managers



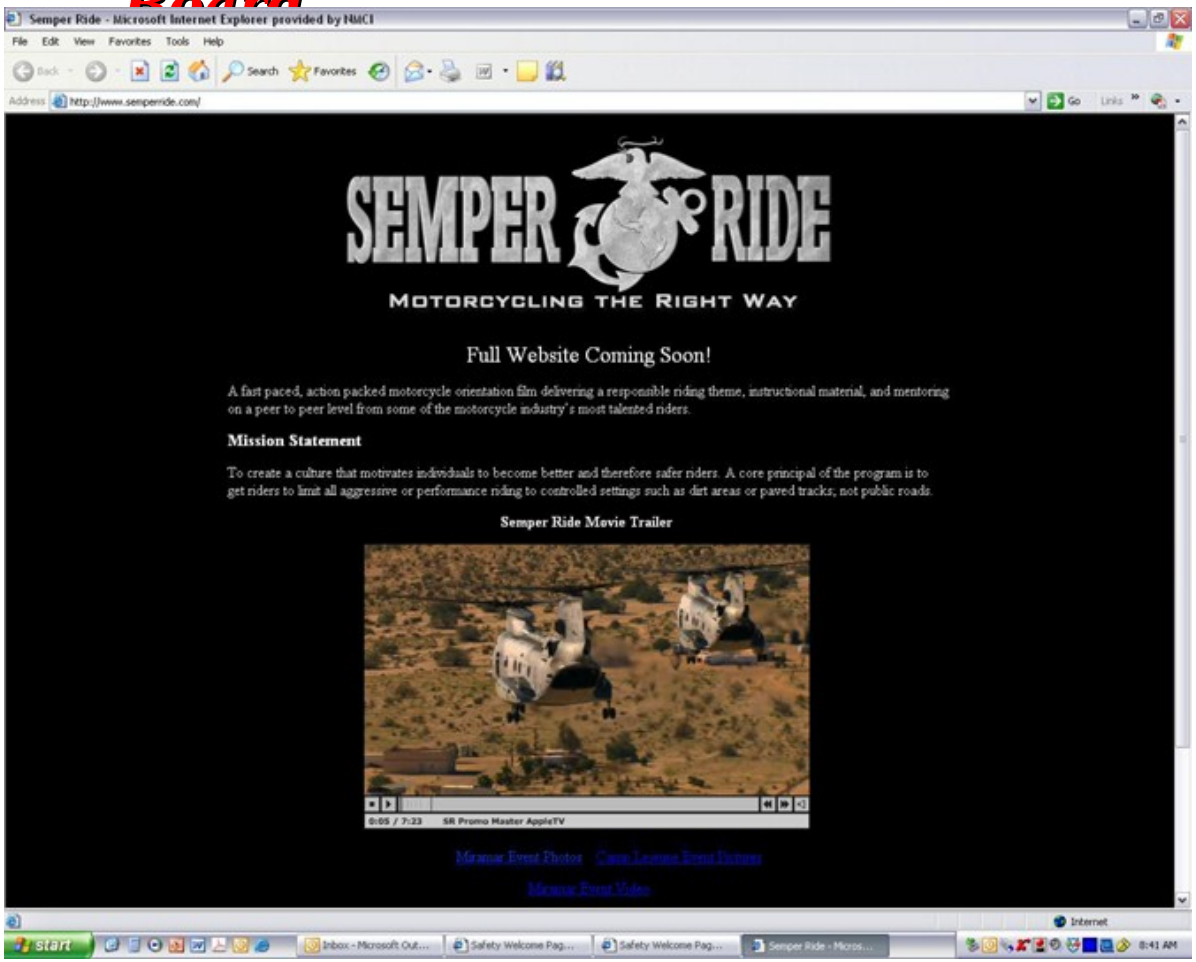
SemperRide.com

Executive Safety Board


Semper Ride - Microsoft Internet Explorer provided by NMCI
File Edit View Favorites Tools Help
Search Favorites
Address http://www.semperride.com/
Go
SEMPER RIDE
MOTORCYCLING THE RIGHT WAY
Full Website Coming Soon!
A fast paced, action packed motorcycle orientation film delivering a responsible riding theme, instructional material, and mentoring on a peer to peer level from some of the motorcycle industry's most talented riders.
Mission Statement
To create a culture that motivates individuals to become better and therefore safer riders. A core principal of the program is to get riders to limit all aggressive or performance riding to controlled settings such as dirt areas or paved tracks, not public roads.
Semper Ride Movie Trailer
0:05 / 7:23
SR Promo Master AppleTV
Miramar Event Photos
Miramar Event Video
Internet
start
8:41 AM

SemperRide.com

Executive Safety Board


Semper Ride - Microsoft Internet Explorer provided by MACI
File Edit View Favorites Tools Help
Address http://www.semperride.com/
SEMPER RIDE
MOTORCYCLING THE RIGHT WAY
Full Website Coming Soon!
A fast paced, action packed motorcycle orientation film delivering a responsible riding theme, instructional material, and mentoring on a peer to peer level from some of the motorcycle industry's most talented riders.
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Semper Ride Movie Trailer
0:05 / 7:23 SR Promo Master AppleTV
Miramar Event Photos Camp Lejeune Event Pictures
Miramar Event Video
Internet
start

Club House & Hobby Shop

Executive Safety Board

- ACMC Initiative
- Beta Test at MCB CamLej & MCB CamPen
- Meeting Place, Maintenance, SemperRide Hub
- Supported by SD & SemperRide Partners

SemperRide Events

Executive Safety Board

- SemperRide events include
  - Movie
  - Athlete Appearance
  - Demonstration
- Coordinated with SD, SemperRide Team & Installations
- Tie into other Safety & Motorcycle events when possible
- Upcoming SemperRide Events
  - MBC Japan/MCAS Iwakuni – Jan 2010
  - MCB Hawaii – Jan 2010
  - MCAGCC 29 Palms – Jan 2010
  - MCAS Yuma – Feb 2010
  - MCAS Beaufort – April 2010
  - MCB Camp Pendleton – May 2010
  - MCB Quantico – May 2010

Driver History Checks (SAMBA)

Background

Executive Safety Board

- 15th ESB directed testing of a Driving Record Monitoring Program
- Navy conducted similar test
  - Sailors provided license information voluntarily
  - Commands identified many “at-risk” drivers
- Marine Corps attempted to ‘piggy-back’ on an existing Army contract for test
- CL identified several legal issues
- Overcame issues for 41 states + DC
- Problem states (not included in test): AK, AZ, GA, LA, VA, CO, CA, PA, MD

Beta Test

Executive Safety Board

- MCAS Beaufort and Marine Corps Tenant Units
- CG 2d MAW and CO MCAS signed letters requiring Marines and Sailors to participate
- Initial data uploaded and first monthly reports made available mid-November
- Reports prepared monthly for 6 months
- Goals of Beta test
  - Identify “At-Risk” Drivers
  - Mitigate Behavior
  - Determine value of program for possible Marine Corps-wide implementation

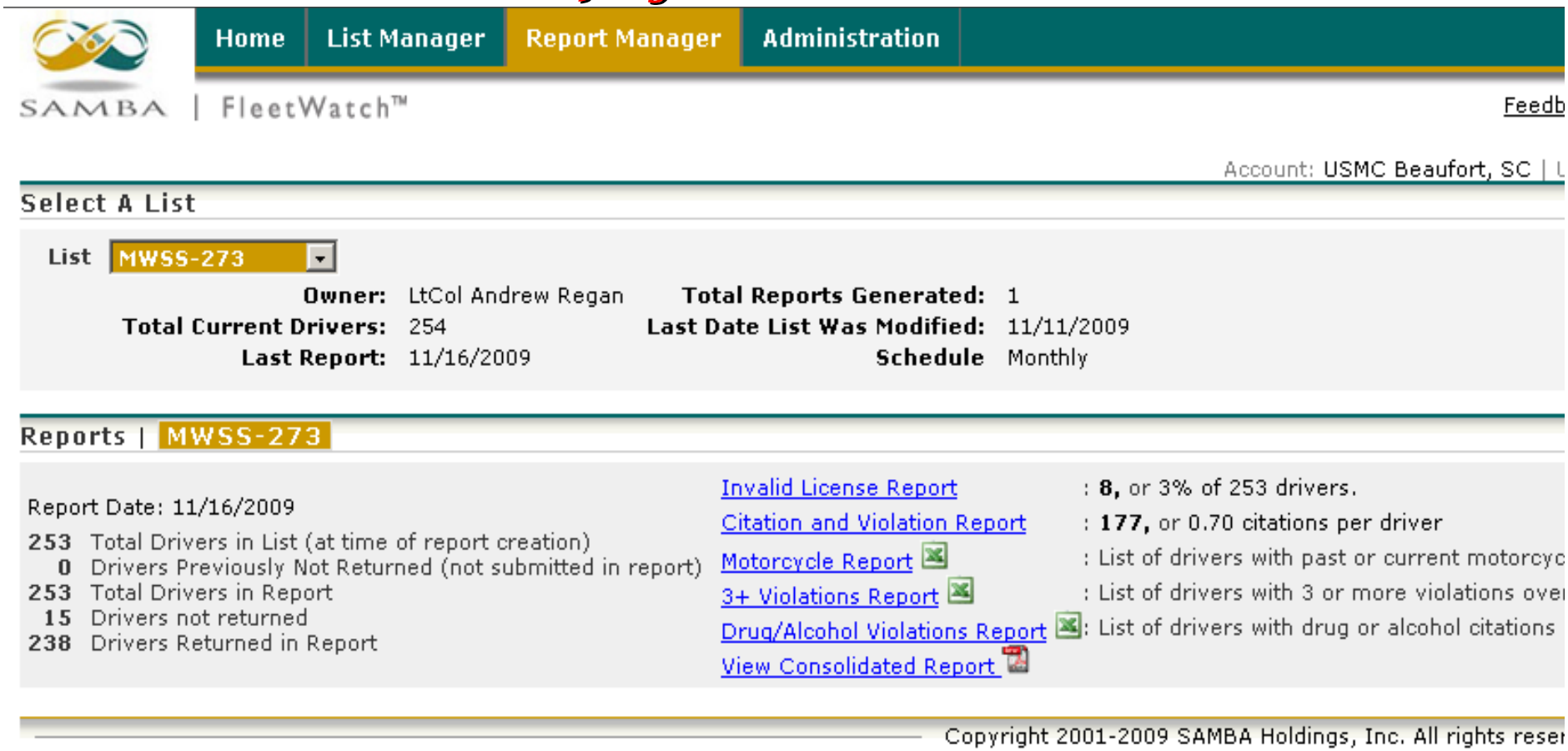
First Look

Executive Safety Board

- 2,295 Records Submitted
- 609 Records from nine non-included states
- 1,686 Records Checked
  - 144 Records not Processed (8.54%)
  - 1,102 Citations previous 7 years (.65 citations/record)
  - 316 Records with motorcycle endorsements (18.74%)
  - 120 Records with 3+ citations previous 7 years (7.12%)
  - 31 Invalid Licenses (suspended or cancelled) (1.84%)
  - 21 Records with alcohol related citations (1.25%)

Report Manager Shot (MWSS-273)

Executive Safety


Home
List Manager
Report Manager
Administration
SAMBA | FleetWatch™
Feedb
Account: USMC Beaufort, SC | L
Select A List
List MWSS-273
Owner: LtCol Andrew Regan
Total Current Drivers: 254
Last Report: 11/16/2009
Total Reports Generated: 1
Last Date List Was Modified: 11/11/2009
Schedule Monthly
Reports | MWSS-273
Report Date: 11/16/2009
253 Total Drivers in List (at time of report creation)
0 Drivers Previously Not Returned (not submitted in report)
253 Total Drivers in Report
15 Drivers not returned
238 Drivers Returned in Report
Invalid License Report : 8, or 3% of 253 drivers.
Citation and Violation Report : 177, or 0.70 citations per driver
Motorcycle Report : List of drivers with past or current motorcyc
3+ Violations Report : List of drivers with 3 or more violations over
Drug/Alcohol Violations Report : List of drivers with drug or alcohol citations
View Consolidated Report
Copyright 2001-2009 SAMBA Holdings, Inc. All rights reser

Report Manager provides a consolidated view of each report available as well as a quick summary of data.

Invalid Driver Shot (MWSS-273)

Executive Safety

Invalid Driver Report | Citation Report

valid Driver Report Summary

List: MWSS-273

Display Summary Report as PDF

Month	Total Drivers	CDL	Non-CDL
11/16/2009	254	0	8

To view a drivers detailed MVR, simply click the driver's name in the FleetWatch Report below.

- A B C D E F G H I J K L M N O P Q R S T U V W X Y Z -

1-8 of 8 (1 page total)

Invalid Commercial Drivers | Invalid Non-Commercial Drivers

Status	Driver Name	State	DOB	License Number	License Type	License Status
ew	DA			25311	REG	SUS(SUSPENDED)
ew	FOR			3769	REG	SUS(Suspended)
ew	JOY			20232355	REG	SUS(Suspended)
ew	MIT			23305	REG	SUS(SUSPENDED)
ew	RO			43475	REG	SUS(SUSPENDED)
ew	TRA			7584	REG	SUS(SUSPENDED)
ew	WH			475	REG	SUS(SUSPENDED)
ew	ZIM			0108838507	REG	SUS(SUSPENDED)

1-8 of 8 (1 page total)

Invalid Driver Report Summary lists all records in command that are suspended or cancelled. Command can drill down on a specific record.

Individual Record

Executive Safety

DRIVER'S LICENSE INFORMATION

License #	099943475
Status	SUS(7: SUSPENDED)
Class	REG(D0: CLASS D ONLY)
Issued	12-27-2005
Restriction	01 (Corrective Lenses)
Endorsement	None
Expires	10-11-2009

ACTIONS

Action Id	Not Provided By State
Citation	Not Provided By State
Description	Failure to satisfy citation; out-of-state citation - suspension
Begin Date	04-28-2008
End Date	Not Provided By State
Action Clear Date	Not Provided By State
Reinstate Date	Not Provided By State

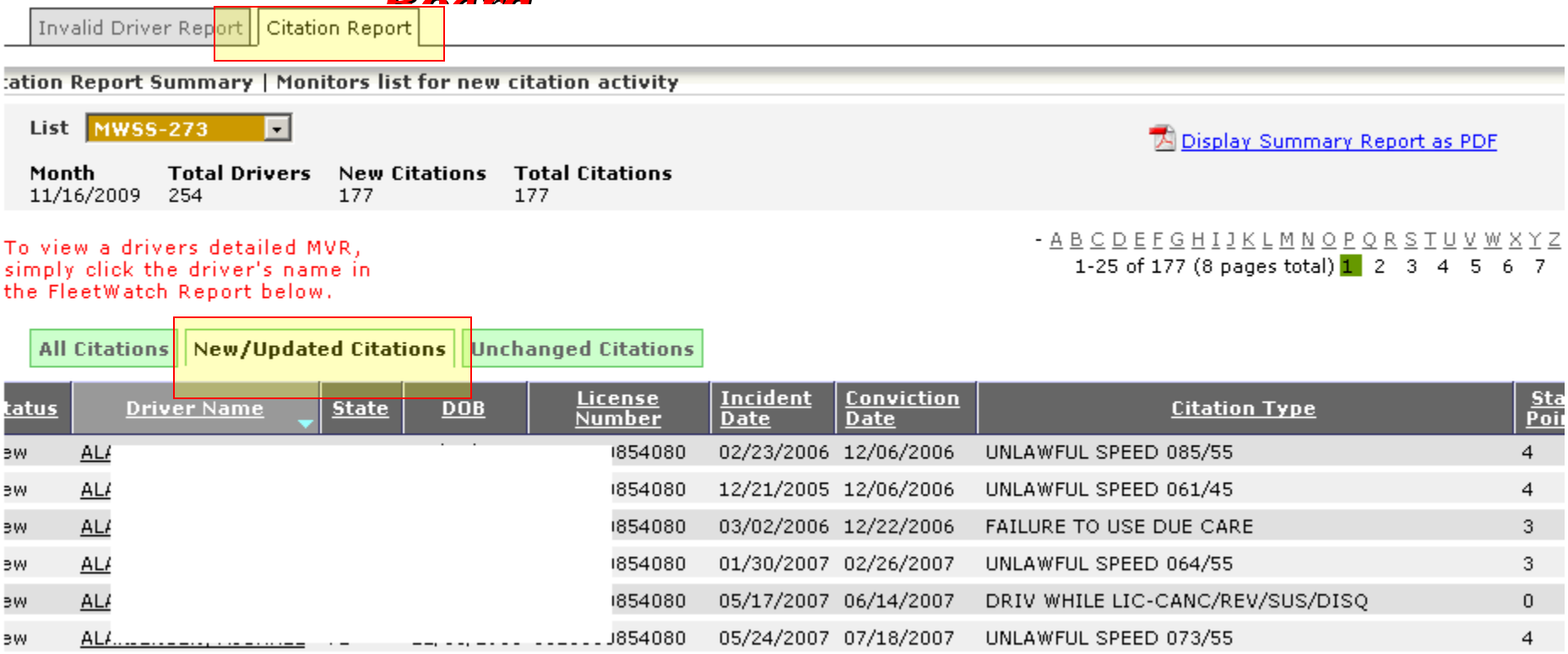
CITATIONS

Citation Id	Not Provided By State
Code	001: Speeding - Variable Points
Description	Speeding - Variable Points
Incident Date	Not Provided By State
Conviction Date	04-28-2008
Jurisdiction	Not Provided By State

This is a drill down on one of the records from the previous screen. The record is provided as a PDF document.

Citation Report Shot (MWSS-273)

Executive Safety Board



Invalid Driver Report | Citation Report

ation Report Summary | Monitors list for new citation activity

List MWSS-273

Display Summary Report as PDF

Month	Total Drivers	New Citations	Total Citations
11/16/2009	254	177	177

To view a drivers detailed MVR, simply click the driver's name in the FleetWatch Report below.

- A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
1-25 of 177 (8 pages total) 1 2 3 4 5 6 7

All Citations | New/Updated Citations | Unchanged Citations

tatus	Driver Name	State	DOB	License Number	Incident Date	Conviction Date	Citation Type	Sta Poi
ew	ALA			1854080	02/23/2006	12/06/2006	UNLAWFUL SPEED 085/55	4
ew	ALA			1854080	12/21/2005	12/06/2006	UNLAWFUL SPEED 061/45	4
ew	ALA			1854080	03/02/2006	12/22/2006	FAILURE TO USE DUE CARE	3
ew	ALA			1854080	01/30/2007	02/26/2007	UNLAWFUL SPEED 064/55	3
ew	ALA			1854080	05/17/2007	06/14/2007	DRIV WHILE LIC-CANC/REV/SUS/DISQ	0
ew	ALA			1854080	05/24/2007	07/18/2007	UNLAWFUL SPEED 073/55	4

This report lists all citations issued for this command's records in the last seven years. These citations will be listed under the "Unchanged Citations" tab in the next monthly report, and only new citations will be listed here. As with the "Invalid Driver" report, the command can drill down on individual records.

Motorcycle License History

Executive Safety Board

	A	B	C	D	E	F	G
1	**Navy Driver Record Report - Individuals with Motorcycle License History**						
2	Run Date:	**11/19/09**					
3	(Based on a 7-Year History)						
4	List Name:	**MWSS-273**					
5							
6							
7							
8							
9							
10	**Last Name**	**First Name**	**Middle Name**	**DLN**	**State**		
11	BRU			79791320	FL		
12	BUR			0835	KY		
13	BUR			3274	SC		
14	BUT			2296	SC		
15	CAR			5713	SC		
16	CAR			99680500	FL		
17	COM...			31	NC		

SAMBA

Commanders will get a list of Marines with motorcycle endorsements/licenses they can compare to their own lists.

Way Ahead

Executive Safety Board

- Complete 6-month Beta Test
- Brief Results to 23rd ESB
- If results suggest Marine Corps-wide implementation:
  - Determine appropriate scope
    - Possible use by licensing officials
    - Update appropriate orders
  - POM-12 Issue
  - Competitive Contract

Climate Assessment Survey System

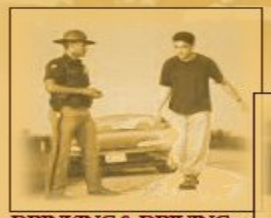
Executive Safety

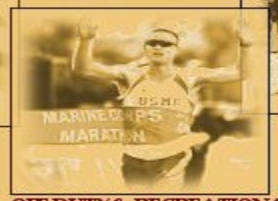
CMC SAFETY DIVISION
FORCE PRESERVATION

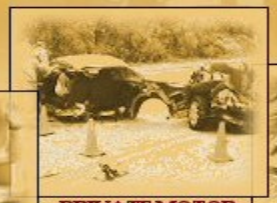
- 1 - SURVEY INFORMATION
- 2 - SAMPLE SURVEYS
- 3 - SET-UP UNIT SURVEY
- 4 - TAKE A SURVEY
- 5 - CO ACCESS
- 6 - SURVEY ADMIN
- 7 - INTERVENTIONS
- 8 - SUGGESTIONS
- 9 - HELP / FAQ
- 10 - CONTACT US
- 11 - HOME

What is this site ?

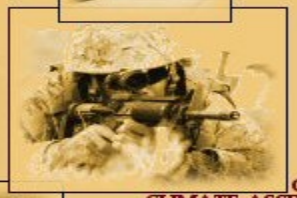
USMC Climate Assessment Survey System (CASS)

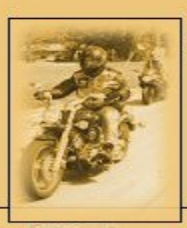

DRINKING & DRIVING


OFF-DUTY & RECREATIONAL ACTIVITIES


PRIVATE MOTOR VEHICLES

HIGHER HEADQUARTERS


GROUND CLIMATE ASSESSMENT


MOTORCYCLES

Click on any picture to see a sample of that survey.

www.semperfisurveys.

Survey Characteristics

Executive Safety Board

- Measurement of an organization’s ability to safely conduct operations in terms of leadership, culture, policies, standards, procedures, and practices.\
- Response anonymity
- Organizational confidentiality
- Ease of implementation (online format)
- Worldwide access 24/7
- Surveys immediately available upon request
- Customizable for survey setups, debriefs & questions

A Tool for the Commander

Executive Safety Board

- Immediate feedback of results to CO
- Compare unit survey results with prior results
- Open-ended survey items provide unit-specific insights
- Filter fast survey responders
- Data sorting options allow prioritization of safety concerns
- Intervention suggestions provided for each survey item
- Higher Headquarters can view aggregate results

Seven Surveys Available

Executive Safety Board

1. Ground Climate Assessment (GCA)
2. Higher Headquarters (HHQ)
3. Admin Support Personnel Assessment (ASPA)
4. Private Motor Vehicle (PMV)
5. Motorcycle (MTRCYCL)
6. Drinking & Driving (D&D)
7. Off Duty & Recreational Activity (OD&R)

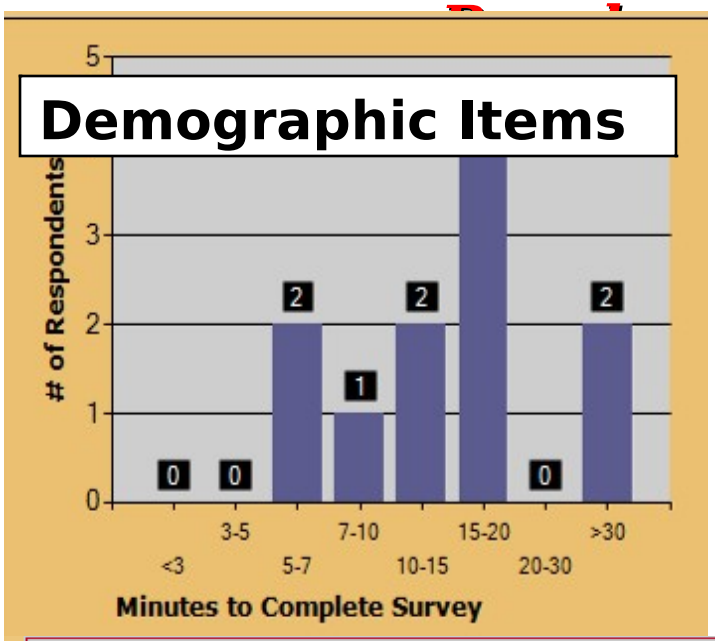
Survey Activity Since October 2008

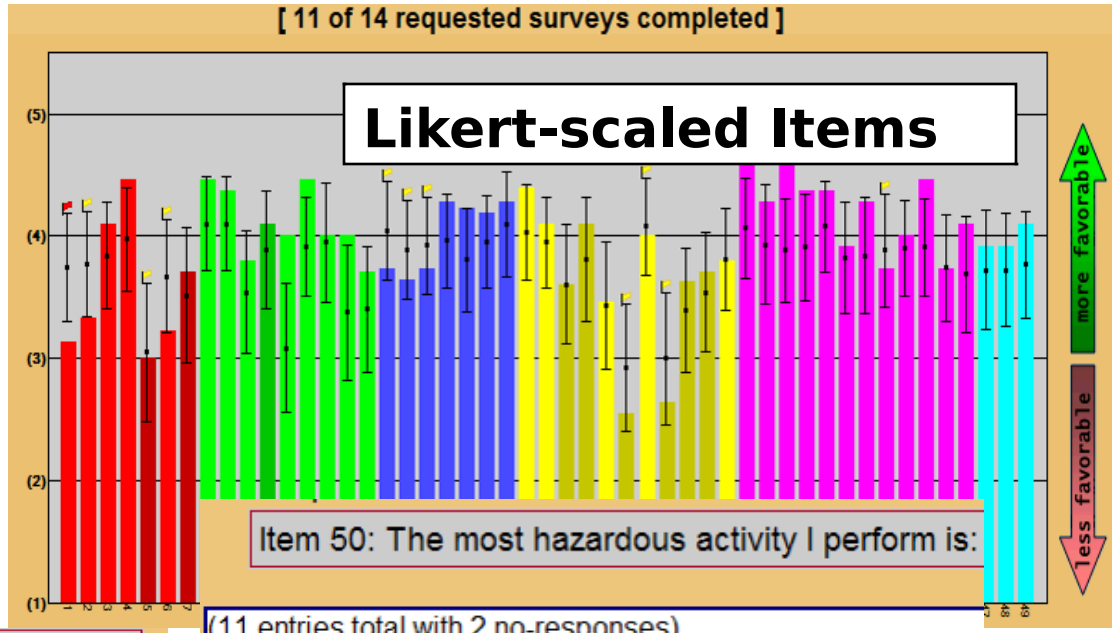
Executive Safety Board

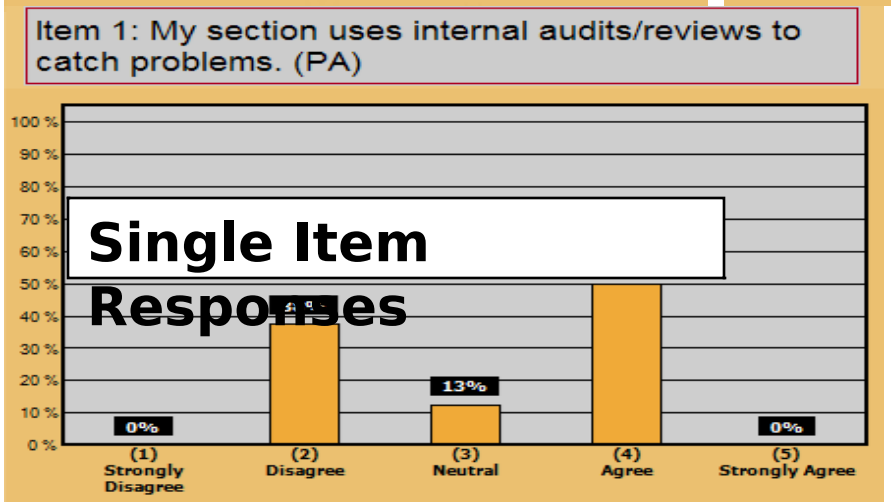
Survey	Respondents
1. GCA	15,019
2. HHQ	1,640
3. ASPA	786
4. PMV	4,299
5. MTRCYCL	2,372
6. D&D	4,612
7. OD&R	3,713
Total	**32,441**

Results seen by Commander

Executive Safety




[11 of 14 requested surveys completed]
Likert-scaled Items
more favorable
less favorable
Item 50: The most hazardous activity I perform is:



(11 entries total with 2 no-responses)

Open-ended Responses

#	Response
1	Driving to work
2	Drivi
3	Com
4	Travel
5	Driving to work and from work each day.
6	DRIVING TO AND FROM WORK.
8	Driving to and from work.
9	Driving to and from work.
10	Driving to/from work - commmute hours and distance

Research & Risk Mitigation

Executive Safety Board

- 12 Issue Papers based upon survey data
  - Unit Leaders React Well To Unexpected Changes
  - Getting The most From Your survey Data
  - Conflicts Between Members Degrade Performance
  - CO/OIC Feedback
  - Fatigue
  - Top/Bottom Five GCA Survey Items
  - Cutting Corners To Get A Job Done
  - Individual Safety Acts Are Recognizable Through Awards And Incentives
  - What Are Your People Doing This Summer
  - Private Motor Vehicle (PMV) Survey Response Rates
  - Motorcycle Survey Feedback
  - Drinking & Driving Survey Response Rates
- Available to COs and Safety Managers
- Tools to better use survey data
- Risk mitigation strategies are offered during the CO’s debrief

CO Comments

Executive Safety Board

- “Comments corroborated concerns about drug use (Spice) within the battalion.”
- “The results of these surveys are always very illuminating…either I find out something new each time, or it confirms something I strongly suspected.”
- “You are a fool if you are a CO and you do NOT use this tool!”

Responder Comments

Executive Safety Board

- “I have noticed a rather unprofessional environment among some of the sections. i.e., not using rank or adhering to fraternization rules among the enlisted ranks. I feel this has down graded the NCO and even some SNCOs within the unit.”

- “Someone, somewhere needs to put eyes on this unit, the suicide attempts, constant DUIs, numerous personality disorders, has anyone taken the time to ask why?”

- “More ongoing focus should be on drunk/tired driving. We've had one death and maybe more incidents that could have been prevented.”

- “Leaders here don't care what their junior Marines think/feel/need.”

- “The only negative thing is racism/racist comments every day it makes me sick and is very unprofessional.”

Way Ahead

Executive Safety Board

- Current contract expires 31 March 2010
  - Preparing package for replacement contract
  - Naval (Aviation), USAF, & Army utilize similar system
  - Aligns with OSD proposed Combined Mishap Reporting System (CMRS)
- Next edition of MCO 5100.29 (Marine Corps Safety Program) will require Battalion Commanders to conduct a Ground Climate Assessment upon assuming command.
- Actively encourage use of surveys

Executive Safety Board

Best Practices in Marine Corps Safety

What best practices?

Executive Safety Board

- Best of the best in safety management
- Observed by SD during Command Safety Program Assessments during FY08 and FY09
- All commands are responsible for providing or securing core safety services for their Marines
- Efficiencies to be gained

Safety Inspections - MCLB Barstow

Executive Safety Board

- Inspections conducted – hazards, photos, PowerPoint

- CO hosts inspection exit briefs
  - Ensures accountability
  - Initiates discussion
  - Root causes and corrective actions - immediate

Command Safety Council - MCLB Albany

Executive Safety Board

- CO, XO, SgtMaj, and all directors - active participants
- Directors fully understand organizational statistics and what activity affects mishap rates
- Senior tenant leadership participation
- Overall leadership commitment to understand and reduce mishaps

ORM – MARFORPAC

Executive Safety Board

- Safety participates in all operational planning
  - Planning meetings
  - Exercise participation
  - Headquarters safety function (forward)
  - After action reporting

- Risk management is completely integrated into all command training evolutions

Traffic Safety Program - MCB Quantico

Executive Safety Board

- Robust driver training, licensing, and special events program
- Classroom / Range training and Licensing - all types of vehicles
- Issue Virginia Driver License motorcycle endorsements
- Special events - stand downs and B.I.T.S., Child Safety Seat Checks, Seat Belt Surveys, Motorcycle PPE Surveys, Runners' Signs program, Graveyard Signs, etc.
- Codified by a SOP, ensuring life beyond the current staff
- Command Commitment
  - Participation in Safe Driving Council (Chief of Staff chairs)
  - Ongoing construction of driver training facility at Camp Upshur

Command FECA Council - MCLB Barstow

Executive Safety Board

- Federal Employees Compensation Act (FECA) of 1974, 5 USC Chapter 81
- CO engaged - chairs the monthly event
- Ensures accountability - civilian employee return to work
- Administered by HR
- All mishaps are reviewed weekly by a FECA working group
  - Safety Manager, ICPA, and Occ Health Nurse
  - Preparation for the monthly FECA Council

Executive Officer Safety Training – MARFORRES

Executive Safety Board

- Target audience – XO, COS, or other 2nd in command
- 1 ½ day commitment
- Wavetops - Ground Safety for Marines (GSM), LASER, Radiation, CPR
- Teaches Safety Officer responsibilities (MCO 5100.29A)
- Awareness of ground safety manager's responsibilities
- Attendees receive "XO's How to Guide"

Lost Workday Rate Reduction (LWDR) – MCRD Parris Island

Executive Safety Board

- CG Policy Letter 009-08 dtd 19 Sept 08 (Managing Work-Related Injuries and Illnesses of Civil Service Employees) focuses on bringing employees back to work – Return to Work
- Alternate jobs for workers that cannot perform primary duties
- Close coordination with Injury Compensation Program Administrator (ICPA) – monitoring injury cases
- Oversight of DOL chargeback – $$$ to be saved
- Coordinating with payroll to ensure correct coding of timecards
- 81% LWDR reduction in one year

ORM (Garrison) - MCLB Barstow

Executive Safety Board

- Widespread use of Job Hazard Analyses (SOP / ORM)
- OSHA and Voluntary Protection Programs (VPP) requirements
- OSHA 10 hour General Industry Standards training

Safety Program Administration – MCAS Iwakuni

Executive Safety Board

- Outstanding use of existing technology – MS Office, SharePoint
- Budget development and execution, record keeping, tracking and trending mishaps, inspection findings, and medical surveillance
- Virtual Program Management – almost paperless

Voluntary Protection Programs (VPP)

Executive Safety Board

- OSHA Recognition
- A safety management system
- Total force involvement
- STAR recognition – no programmed OSHA visits
- Nine commands currently participating

VPP
Voluntary Protection Programs
An OSHA Cooperative Program

Best Practices in Safety

Executive Safety Board

Questions?